



County of Los Angeles  
**CHIEF ADMINISTRATIVE OFFICE**

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DAVID E. JANSSEN  
Chief Administrative Officer

February 15, 2005

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

**APPROVAL OF EXECUTIVE POSITION FOR THE DEPARTMENT OF HEALTH  
SERVICES (ALL DISTRICTS AFFECTED) (3 VOTES)**

**IT IS RECOMMENDED THAT YOUR BOARD:**

1. Approve the accompanying ordinance amending Title 6, Salaries, of the County Code to add one unclassified position of Chief Deputy Director, Health Services, Operations (UC), with the functional title of Chief Healthcare Network Officer, to the staffing ordinance for the Department of Health Services and to make other changes regarding the compensation and benefits for this position; and
2. Authorize the Director of Health Services and Chief Medical Officer to immediately begin the recruitment and selection process to fill this unclassified position.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The purpose of the recommended actions is to add to the Department of Health Services (Department) staffing ordinance an unclassified executive position which the Director of Health Services and Chief Medical Officer (Director) will be authorized immediately to recruit for and fill. This position will serve as a member of the Department's Executive Management Team, with the functional title of Chief Healthcare Network Officer, responsible for hospital administrative and operational activities, with duties described in Attachment A. Attachments B and C are revised Department organizational charts which reflect this position. The Director indicates that the proposed compensation and benefits package will enhance the County's ability to attract qualified individuals with the requisite skills and experience.

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

The need to respond primarily in crisis mode has made it more challenging for the Department to accomplish many of the broad leadership initiatives outlined in the Department's System Redesign. The Director indicates that this position is essential in order to strengthen the Department's ability not only to respond to the myriad, time-sensitive demands of day to day operations, but also to make essential progress towards establishing the County's health care system as fully integrated healthcare networks which provide quality health care to County residents.

### **Implementation of Strategic Plan Goals**

Approval of these recommendations will further the County Strategic Plan's Programmatic Goal for Health and Mental Health of implementing a client-centered, information-based health and mental health services delivery system that provides cost-effective and quality services responsive to each community's specific needs.

### **FISCAL IMPACT/FINANCING**

The proposed annual compensation for this position will be from \$122,961 to a maximum of \$230,553, with actual compensation to be determined at time of appointment. Funding for this position is available in the Department's 2004-05 Adopted Budget from anticipated salaries and employee benefits savings from current vacancies. This position will be requested in the Department's 2005-06 Proposed Budget submission.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The accompanying ordinance amendment: 1) adds the unclassified position of Chief Deputy Director, Health Services (HS), Operations, (UC) to the Department's staffing ordinance; 2) for recruitment purposes, allows for the rate of this unclassified position, at the time of appointment, to be set at a rate up to 50 percent above the Control Point of Range 17 of MAPP; and 3) includes this unclassified position as one for which the Director may offer an amount up to six months' salary upon termination of the appointment by the Director.

As specified in the current ordinance, the termination benefits would not apply if the employee: 1) does not complete one year of service in the position prior to termination; 2) has been charged with or is convicted of a felony; or 3) exercises return rights to classified County service, if applicable.

Honorable Board of Supervisors  
February 15, 2005  
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As described in Attachment A, this position will be responsible for planning, directing and coordinating all hospital administrative and operational activities and, through the hospital Chief Executive Officers, will provide overall strategic direction of Departmentwide healthcare delivery for inpatient and outpatient care services.

The Director will advise the Board when a candidate is selected for this position, including information regarding the candidate's qualifications and the compensation package to be provided.

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

There is no direct impact on current services. The position will assist the Department in ensuring progress towards establishing the County's health care system as fully integrated healthcare networks providing quality health care to County residents.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "David E. Janssen", with a stylized flourish at the end.

DAVID E. JANSSEN  
Chief Administrative Officer

DEJ:DIL  
SAS:bjs

Attachments (3)

c: County Counsel  
Director of Personnel  
Director of Health Services

**COUNTY OF LOS ANGELES  
POSITION DESCRIPTION**

**ITEM NUMBER: 4551**

**APPROVAL DATE: January 28, 2005**

**TITLE: CHIEF DEPUTY DIRECTOR, HS, OPERATIONS (UC)**

**(Functional Title: Chief Healthcare Network Officer)**

**DEFINITION:** Plans, directs, and coordinates all hospital administrative and operational activities, through subordinate hospital facilities' chief executive officers, providing overall strategic direction of department-wide healthcare delivery for general acute, tertiary and outpatient care services.

**STANDARDS:** This one position is distinguished by its executive and administrative responsibility for assisting the Director of Health Services and Chief Medical Officer in the direction and management of all County inpatient and outpatient healthcare services in the five health services areas of the County (the Healthcare Network), in accordance with Federal, State and County regulations and ordinances.

This position is unclassified and reports to the Director of Health Services and Chief Medical Officer.

**EXAMPLES OF DUTIES:**

***As a member of the Health Services Administration Executive Management Team:***

1. Directs, plans, and implements department-wide policies and objectives for the DHS hospital system in accordance with the DHS Strategic Plan objectives and regulatory requirements.
2. Directs the planning, fiscal and budget services, personnel functions, contract administration for all health services delivery functions for hospitals and clinics, community health, mental health delivered through the DHS county system, and emergency health delivery services.
3. Directs the activities, at the Network level, for the hospitals to support common procedures, establish responsibilities, and coordinate functions among Department services and sites in order to facilitate patient-centered care, and appropriate patient flow through the system.
4. Has responsibility for the ongoing analysis and review of facilities' operations to evaluate effectiveness of performance of hospitals and clinics, their programs and staff, and to determine areas of cost and liability risk reduction, efficiency and program/service improvement.
5. Confers with the Director and Chief Medical Officer of Health Services, Board members, Department management, and staff to establish policies and formulate strategic plans.

## **CHIEF DEPUTY DIRECTOR, HS, OPERATIONS (UC)**

### **Position Description**

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6. Enforces and implements changes related to all laws, ordinances, regulations, and statutes pertaining to personal health, community health, mental health, and comparative medicine.
7. Reviews financial statements and expenditure reports to ensure that the Network's fiscal objectives are achieved. Holds CEOs accountable for financial performance.
8. Assigns or delegates responsibilities to subordinates responsible for providing support to Network-level activities.
9. Presides over or serves on committees, or other governing boards.
10. Mentors CEOs and health care administrative staff in their role as healthcare delivery managers.
11. Promotes and supports high quality of care and accountability within the healthcare delivery system.
12. Promotes strategic programs and objectives for the hospitals and healthcare delivery systems before the public and other providers, and as directed by the Director of Health Services and Chief Medical Officer, government and other agencies.
13. Participates in health services strategies planning as part of the Health Services Administration Executive Management Team.

#### **MINIMUM REQUIREMENTS:**

10 years' experience at the level of a hospital or system CEO of a major healthcare delivery system in a metropolitan setting. A Masters Degree in Health Administration (MHA), Public Health (MPA), Business Administration (MBA), or Public Administration (MPA) or equivalent Masters/Doctorate degree.

#### **DESIRABLE QUALIFICATIONS:**

- Knowledge of or experience working with managed care.
- Public sector experience or close professional interaction with the public system.

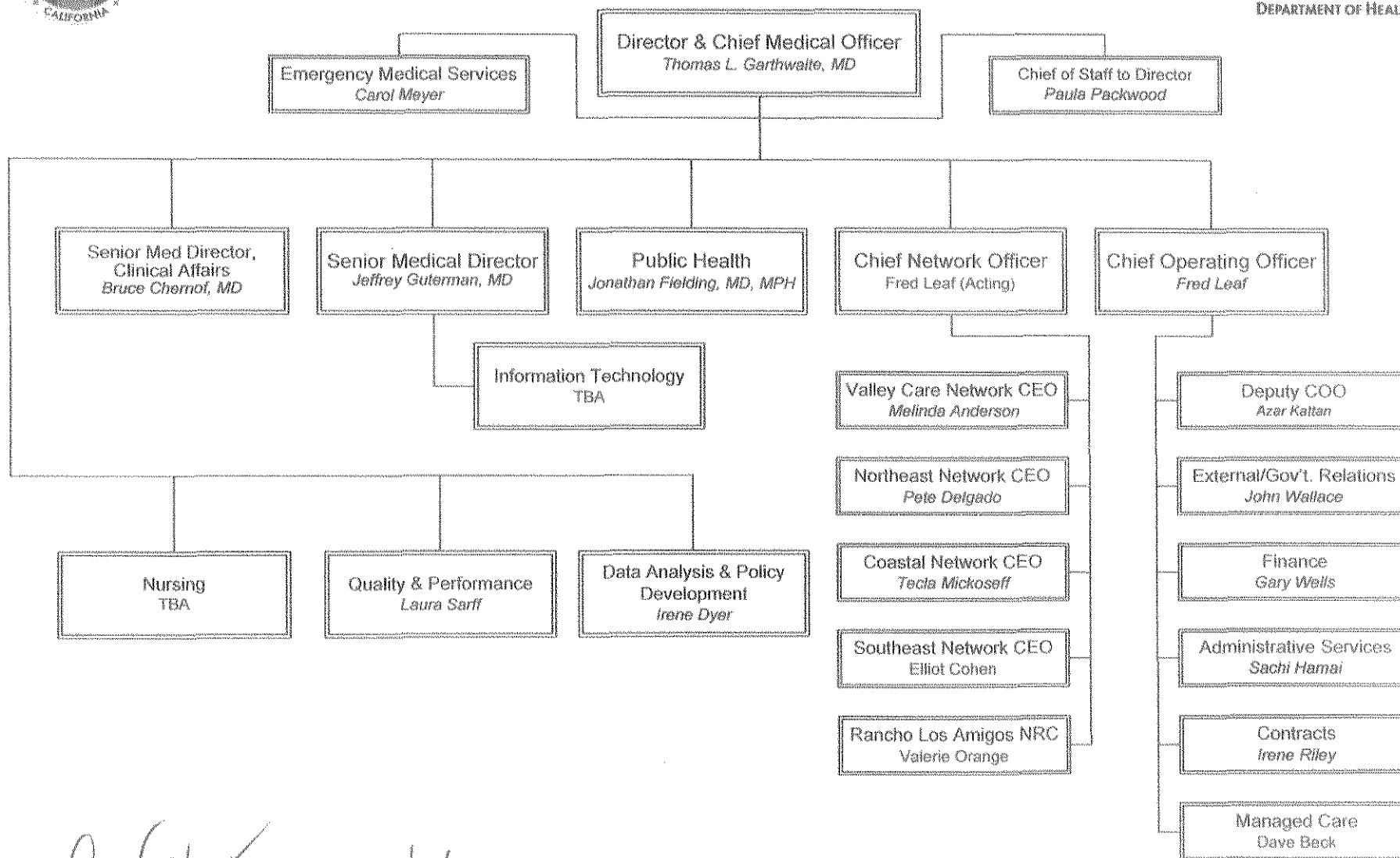
#### **LICENSE:**

A valid California Class "C" Driver License or the ability to utilize an alternative method of transportation when needed to carry out essential job-related functions.

#### **PHYSICAL CLASS: "2" – light.**



Department of Health Services  
**Organizational Realignment**  
 Phase I - January 21, 2005



Thomas L. Garthwaite, MD

Date

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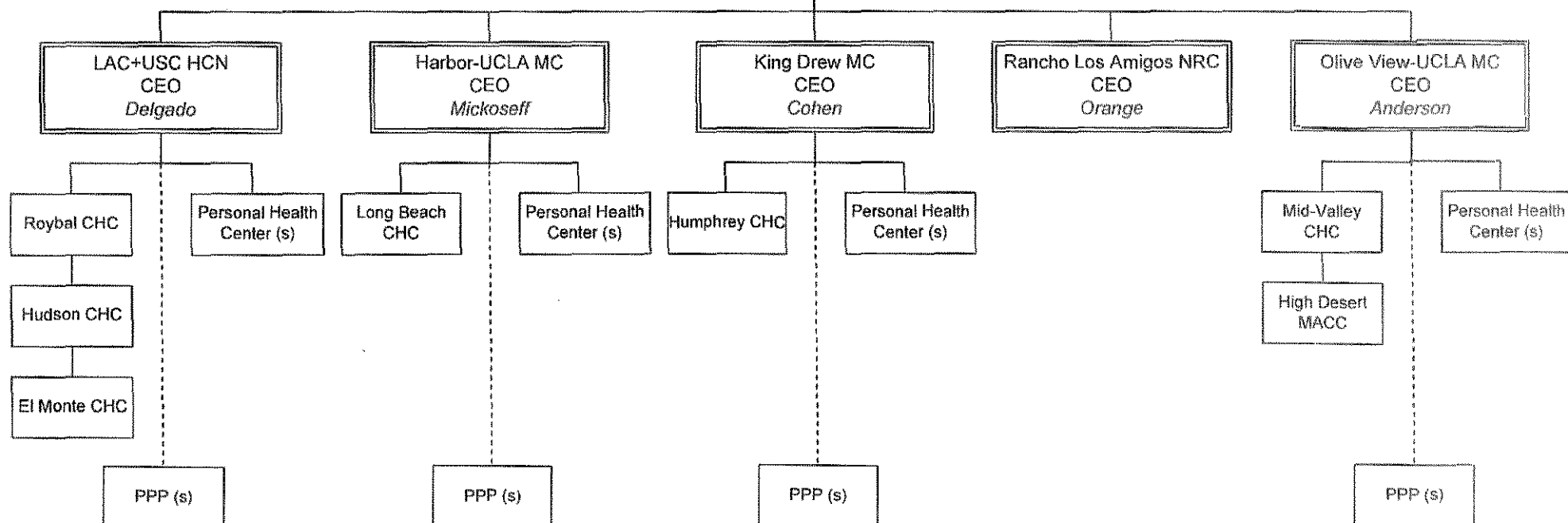
Fiscal Year 2005-06  
Organizational Chart  
Chief Network Officer



COUNTY OF LOS ANGELES  
DEPARTMENT OF HEALTH SERVICES

Director & Chief Medical Officer  
*Thomas L. Garthwaite, MD*

Chief Network Officer  
*TBA*



*Thomas L. Garthwaite*  
Thomas L. Garthwaite, MD

2/1/05  
Date

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Appointed in blue